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Introduction

As part of the Sustainable Cities Delivery Order, GreenCOM implemented two activities to support the provision of basic services to poor neighborhoods. One was implemented in Cité Soleil on the outskirts of Port-au-Prince, Haiti in connection with the management of a water distribution system. The other was implemented in the community of Zouagha on the outskirts of Fez, Morocco in connection with the improvement of solid waste collection.

GreenCOM participated in the implementation of these activities because USAID and their field counterparts in each of these sites wished to influence the behaviors of program beneficiaries through promotional interventions via different possible media (e.g., interpersonal, mass media, etc.). In both countries, GreenCOM was expected to elaborate such interventions. In Haiti, the original behaviors to be addressed by the promotional communication intervention included: 1) payment for safe water, and 2) abstention from illegally tapping the distribution system. Upon conception, this activity included two components: a research component and a communication strategy design component. The research component would help identify the barriers and facilitating factors behind the behaviors of interest. The information collected was to be used in the design of the communication interventions. The activities implemented under this Delivery Order were conducted with the involvement of personnel from the Environmental Health Project (EHP).

In Haiti, a classical social marketing approach was used. GreenCOM provided technical assistance to consult the population about the barriers and enabling factors connected with behaviors of interest. A communication and social mobilization strategy was developed using the information gathered. That mobilization strategy was based on the principle that neighborhood residents needed to take part in the management of the water distribution system and not be mere water consumers. The participation of neighborhood residents became a necessity in the implementation phase.

GreenCOM sought the participation of the population in the management of the water distribution system in order to allow the system to be sustainable over the long term. In this case, the community participation component of the activity sought to: 1) create a sense of ownership of the water supply system by the community so residents would have a stake in its success; 2) place significant responsibility for managing water and sanitation services on the community, thus reducing the management burden on a central Water District office, and 3) protect the system against illegal connections and other abuses. It was assumed by both GreenCOM and EHP that these factors would contribute to the sustainability of the water distribution system.

What follows is a description of the activities in Haiti and a presentation of the lessons learned through this exercise.

Chapter 1
Formative Research
by Lonna Shafritz

Background

A potable water system is currently being constructed in Cité Soleil, north of Port-au-Prince in Haiti, with a population of approximately 180,000 to 240,000 depending on short-term "fluctuations" and the information source used. These people are crowded into an area of approximately 2 square kilometers, built on landfill and subject to frequent flooding. The system consists of a water tank at the main entrance to the city and a network of public faucets distributed throughout the different quarters of the city. The water will be carried by underground pipes from a well located several kilometers from the slum. The water will be treated at the water tank.

This system will be managed by an autonomous Water Management and Sanitation Authority (WMSA) with no connection to the public sector. The new system must be financed by payments made by users based on their level of water consumption. WMSA will also help with the disposal of human waste, proposing to slum residents environmentally sound technical solutions adapted to their socio-economic possibilities, their socio-cultural preferences, and the physical characteristics of the area where Cité Soleil was constructed.

The revenues received by the WMSA will permit the financing of a system of solid waste collection. This system will use private trucks to pick up the waste from specific collection points inside Cité Soleil. No generalized system of household collection currently exists. But many residents take their waste to specific points. If the system is generalized, this practice may be adopted by all the households in the Cité.

Managing and maintaining a potable water system will be based upon the active participation of the community. The community is expected to participate in deciding the method (schedule) of operation of the fountains. Similarly, they are also expected to participate in the maintenance of the potable water system. The mechanisms for participation have yet to be defined.

A general work plan for the WMSA must be prepared before its opening, planned for mid-1996. The general plan in question must include sub-plans for communication and social mobilization. Plans must further describe educational and communication strategies for changing the common practices of the general population with respect to ways of using water and personal hygiene. In particular, the sub-plans must address three principal problems:

- how to motivate the population to pay for treated water that will be distributed by the new system
- how to maintain the purity of the water until it is consumed; and
- how to motivate the community to participate in the management of the water district.

The GreenCOM Project, implemented by the Academy for Educational Development with headquarters in Washington, D.C., is providing technical assistance to design and analyze the formative research study and to develop the communication and social mobilization sub-plans. GreenCOM is an environmental education and communication (EE&C) project funded by the United States Agency for International Development (USAID). This study is being conducted under the auspices of the Sustainable Cities Initiative of the Center for the Environment.

Objectives of the Study

- To help: (a) identify sanitation technologies to propose to the population, derived in part from the description of current practices, particularly those regarding the disposal of used water and human waste; and (b) understand the roles played by men and women in these activities.

- To help design the educational messages to include in the education/communication strategy, taking into account the differences that may exist between the attitudes and beliefs of men and women. Special attention will be given to purchased water, and to the interest the population may have in guaranteeing the quality/safety of the treated water in the pipes and at home, and the practices adopted in this regard. Attitudes with respect to the use of collective/public installations will also be examined.

- To help design mechanisms that will enable residents to participate in the design and implementation of the potable water system.

- To help determine communication channels to use.

- To extract lessons for completing similar studies in the poor neighborhoods of urban dwellers in the Third World.

Methodology

A qualitative study consisting of 15 focus groups was conducted in January 1996. The same discussion guide was used for each group. (See appendix for Creole version of focus group guide.)

A detailed formative research plan and research instruments were developed during December of GreenCOM's Applied Research Director in order to provide the information necessary to prepare the sub-plans for communication and social mobilization. CDS researchers significantly adapted the methodology and research instruments prior to implementation of the research, including eliminating all questions directly related to human waste disposal, local organizations and sources of information.

Distribution of Focus Groups

Type	Sex	# part	Residence	Where held	Date/length
Organization members*	M	8	Cite Soleil, Cite Lumiere, Linthau 2, Rue Oscar	CMSO	Jan 18 1:24
Organization members*	F	13	Same as above	Eglise Pasteur Emilor, Bas Boston	Jan 18 1:15
CAMEP clients (have faucets) *	M	10	Cite Lumiere	House near Plan International	Jan 19 1:15
CAMEP clients (have faucets)	F	11	Cite Lumiere	same as above in Cite Lumiere	Jan 19 1:00
Flood zone - Linthau*	M	8	Cite Gerard, Ti Haiti, Drouillard	UCP Drouillard	Jan 22 0:52
Flood zone - Linthau	F	11	Ti Haiti, Linthau	same as above	Jan 22 1:10
Flood zone-C Lumiere	M	10	Cite Lumiere	House near Plan Int'l	Jan 23 1:17
Flood zone-Cite Lumiere*	F	11	Cite Lumiere	Idem	Jan 23 1:35
Reservoir owners *	M	9	Cite Lumiere	Idem	Jan 24 1:12
Reservoir owners *	F/ M	7/4	Boston	Eglise Pasteur Benjamin Bas Boston	Jan 24 1:08
Mobile water vendors*	F	9	Cite Lumiere, Boston Brooklyn, Drouillard	House near Plan Int'l in Cite Lumiere	Jan 24 1:23
Purchases by bucket	M	10	Boston	CMSP	Jan 25 1:18
Purchases by bucket*	F	12	Boston	CMSP	Jan 25 1:27
Get free water	M	10	Soleil 8, 11, 15; Linthau 2	Papayo Center - Brooklyn	Jan 26 1:25
Get free water	F	10	Linthau 2, Soleil 9,11	same as above	Jan 26 1:23

The participants were recruited by the moderators prior to conducting the groups, based on their interpretation of the criteria as described by the CDS staff, i.e. those for the CAMEP groups had to have faucets in the house, those for the reservoir groups had to have a reservoir, a number of organizations were contacted to send members to the "organization" groups, and residents were

asked to identify mobile water vendors, etc.

The facilitators of the focus groups took notes during the discussions and all the focus groups were recorded and then transcribed. Nine of the 15 transcriptions were made available in French to the GreenCOM consultant who worked with the CDS staff from February 22 to March 1 to analyze the results and prepare this report. These nine are marked with * on the above table.

Research Findings

Water procurement

In general water was purchased, mainly from the mobile water vendors followed by the reservoir owners which were filled from water trucks. While a number of residents who lived near Catholic priest Père Lano's reservoirs procured water for free from those reservoirs, everyone had to buy water on Sunday, since water is not distributed from Père Lano's reservoirs on Sundays. Many used rainwater for different purposes (see "Storage and Usage of Water" below). There were some that received water at home through CAMEP, when water ran through the pipes, but due to the unreliability many no longer pay their CAMEP bills. In addition, a number of people got water through illegal tapping, mostly into the CAMEP system.

> "If one is awakened around midnight or 2 am, you get up to collect rainwater." (Buyers of buckets - female)
>
> "When you arrive at the home of those that use rainwater, they say, 'It rained yesterday; go away.'" (Water bearers - female)
>
> "In the rainy season, when you walk around with a pail of water on your head, it gives you a migraine. Sometimes you must throw the water out." (Water bearers - female)
>
> "There was much turbulence with the public fountains installed by EPPLS. Afterwards the fountains were closed. Now we buy water from the mobile water vendors." (Organization members - male)
>
> "If people are using illegally, it's CAMEP's fault. Whenever there's a problem to resolve and one calls CAMEP, they don't come."(Flood zone, house type a/b - male)

The normal price for a 7 gallon bucket of water was 1 gourde at the reservoir proprietors and 1.5 to 2 gourdes from the mobile water vendors, who got the water from the reservoir proprietors. On Sundays and when water was rare, the price was higher, sometimes as high as three gourdes. The normal price at the reservoirs for a 5 gallon bucket (used less often than the 7 gallon bucket) was about 75 cents.

Getting water was everyone's responsibility, to a greater or lesser extent. If there's a servant it

was her job. If not, it was mostly the children or women who got it, but in a number of cases, it was specified "whoever needs it". While men claimed to search for water themselves, few women participants mentioned that men went to get water. It appears that for the most part, men would get water for their own needs, such as taking a shower, but were less likely to do so for domestic needs.

Going to fill each water bucket could last less than 10 minutes if there's a reservoir nearby. If not, it usually took about 20 to 30 minutes, when water was plentiful. It often took longer for children to bring water than for adults. When water was rare, it could take longer than an hour to get the water and bring it home. The reservoir owners indicated that when water was rare it can take up to 5 or 6 hours before a water truck arrived at their reservoir.

It was mentioned that sometimes when there was a line at the water source, there were problems with pushing that are difficult and can be violent. Also, quite a number of participants indicated that they had to cross major roads (the National Route) which was very dangerous especially with a full bucket on their heads.

> "At the priest's people fought and didn't want to stay in line and you must be careful crossing the street, because of vehicles." (Organization members - female)

Storage and usage of water

For the most part, participants indicated they normally used about 4 to 7 buckets of water per day for drinking, cooking and general household uses. But when they did laundry, it required twice as much water, or from 8 to 15 buckets a day.

> "There are six people in my house. Sometimes when I don't have money, I make 7 trips to the priest's in the afternoon for water." (Buyers of water by bucket - female)

> "Those details, it's a woman's concern because we (men) don't cook, clean the house or wash clothes." (Reservoir owners -mixed)

Generally, the water was kept in buckets, but a number also mentioned metal "drums", ceramic "canaris", plastic "gallons", and "cuvettes". Certain participants specified that they covered their water storage containers, but the question was not directly asked and many didn't specify.

Water was frequently reused, for example water used to rinse laundry was used to take a bath, to clean the house, to wash tennis shoes, or most importantly to minimize the dust by watering the street or around the house.

Rainwater was generally used, especially for washing clothes, since many believed it made more foam. Many also used rainwater for showers, cooking, and cleaning dishes. Some claimed to drink it, especially after treating it, but many said they would not because they don't think it's

safe. There were some who wouldn't use rainwater at all because they believe it to be contaminated.

> "When I'm in the country I drink rainwater, but here I can't." (Male proprietors of reservoirs)

> "The roofs are not clean, so one is scared to use rainwater falling from the roof". (Reservoir proprietors - mixed)

Water Purity

The overall opinion on water gotten directly from the reservoirs was that it was not pure. Both men and women believed the reservoirs were not regularly cleaned, were badly constructed or placed (Eg.. near latrines). They also indicated that the water was not usually clear (but colored, for the most part yellow), had a bad smell and/or taste and that there were often particles (Eg.. toad larvae, earthworms) in the water. The reservoir owners, however maintain that the water is clean, since they claim to regularly clean the reservoir and to treat the water.

> "You can find clean water with good flavor from the spigot, but the water that is sold in the reservoirs is often yellow and has earthworms." (Flood zone, house type c - female)

> "If we are still alive, it's because of God's protecting us. There was a time when the water was never clean, because the canals were always full of water." (Flood zone, house type a/b - male)

> "We take that water because we need to, there is no other. We don't believe that it does not have microbes. That's what we find to use." (Reservoir owners, mixed; buyers of buckets - female)

> "The proprietors of reservoirs also collect rainwater and people consume it without knowing. We only use it at home for the wash water." (Buyers of buckets - female)

The water delivered by the mobile water vendors was perceived as even less pure, because not only did it come from a "dirty" reservoir, but the bucket used to transport it was itself perceived as unclean, since it is assumed that the mobile vendors use the same bucket for many things - to wash, eat and drink from. The mobile vendors like the reservoir owners, however, believe that the water they sell is clean, because the reservoirs are washed often or that the water is treated. They also maintain that the water is clean because the owners give them screens to pour the water through in order to eliminate any foreign bodies, which were obvious indicators of unclean water.

> "Clean, because the reservoir owners always wash the reservoirs. If the water has impurities, they give us a 'screen' to use." (Water bearers - female)

The cleanliness of the CAMEP piped water was also perceived as poor. Customers (the analyst

only received the translated male CAMEP customer group) complained that the water flows in the pipes with contaminants - i.e. algae, oil, tar, salt - most likely caused by the illegal taps of the PVC pipes which facilitated the introduction of foreign elements. There were, however, some customers of CAMEP that indicated that when the water ran, they could get clean water with a good taste from their spigots.

> "The pipes have been abused and the water barely flows in the spigots. If it does flow, it's completely dirty and on can't even drink it." (Flood zone, house type a/b - male)

In contrast, the water distributed by Père Lano was perceived as being much cleaner than that from other sources.

> "The water from the priest is in much better condition (cleaner) than that which they sell (very yellow)." (Flood zone, house type c - female; buyers of buckets - female)

Water Treatment

In order to make water drinkable, most of the participants added bleach (Clorox or Jif). Many also added lemon juice (presumably for taste rather than disinfectant), with a number adding both. Some said they boiled the water, especially before giving it to their children to drink. Some used other means, such as a plant called "raquette", a special tablet, or a screen (like that mentioned earlier by the mobile vendors) to remove solid particles.

> "I have a 5-year-old child and only give him boiled water. I can drink non-boiled water." (Organization member - female)

Clean water was seen as necessary to good health, as a protection for the body, especially that of children, from disease. The diseases most often mentioned that can be caught from unclean water included: diarrhea, malaria, typhoid, polio, cholera and dysentery, skin problems including itching, vertigo, colic and other stomach problems. Other diseases mentioned were: cancer, female genital infections, tuberculosis, parasites, and malnutrition.

Disposal of Used Water

General used water was thrown - in front of the house, in the nearby canals, or around the neighborhood. Several problems were seen as resulting from throwing water in the neighborhood including: the stagnant water creates a proliferation of flies and mosquitos which cause diseases such as malaria, skin problems and fever. Other diseases are perceived to derive from dishwater, such as vertigo, itching, and problems with the skin on the sole of the feet.

The throwing out of used water, that does not easily disappear, frequently caused disputes between neighbors, which sometime could lead to legal proceedings. The mud which forms from used water can cause accidents, sometimes serious, especially for the children.

The participants, especially those in flood zones, complained that the canal drainage system doesn't work very well and when water is thrown in the canals, it just stays there. Several said that it was extremely important that this situation be remedied and that there should be somewhere to throw water out where it would drain properly.

> "We always have the same problem in this zone. Used water is thrown in the canals, and when it rains the (dirty) water penetrates the interior of the house." (Flood zone, house type a/b - male)

> "We want to find a place to throw water. Water thrown in the canals does not flow and when it rains, the water overflows the canals into the street." (Flood zone, house type a/b - male)

> "It's important that there is a drainage system to facilitate the flow of water. If the water goes from the little canal to a large one, the Cité won't have problems with used water." (CAMEP clients - male)

> "When we do a wash there's always water to throw away. Therefore it's important to think of developing a place so that this water can flow. If the opening is blocked, it must be cleared." (Flood zone, house type c - female)

Disposal of Human Wastes (this topic was not directly addressed in the final discussion guide)

Of the 540 Cité Soleil residents interviewed in CDS' recent Satisfaction Study, 41% said yes when asked if they had a latrine in the home. Some participants indicated that they paid to use neighbor's latrines. Those who sell or rent homes were concerned about human waste, since they look for small families in order not to overload the capacity of the latrines.

Other responses indicated that many people defecate and urinate wherever they were - in the street, in public showers, etc. Another way that people disposed of human waste was to put them on the roof; a main reason why many did not drink or otherwise use rainwater.

> "We can't drink it because the roofs are not clean; people (if you permit me) throw fecal matter up there. Because of this, they let the rainwater run; they can't do anything with it." (Flood zone, c type house - female; buyers of buckets - female)

Perceptions/preferences regarding public showers and laundry facilities

Participants indicated that there was no public shower or other place to wash in Cité Soleil, but that there were certain places to bathe that others could pay to use. At least one reservoir owner and one CAMEP client mentioned that they had or had had a public washing place. It is unclear if these are real showers (i.e. with water falling from above) or just places where one can wash up. One said that he had one but destroyed it, since it was abused by clients who used it to urinate and/or defecate.

> "I had a public shower, but I destroyed it because people used it for elimination when they came to bathe." (Reservoir proprietors - mixed)

In general, the participants believed that residents of Cité Soleil would appreciate construction of public showers and than many would pay a reasonable amount to use them. It was believed that if people used public showers more water would be available at home for other purposes and that there would be less mud in front of the house. It was suggested to build several public showers in different places each with several shower heads in order to avoid long waits. One participant who has a shower facility was concerned that the construction of public showers would reduce his income.

> "The price should be lower than other showers and the water brought by the water bearers."(Bucket buyers - female)

> "If people use the showers, there will be less mud in front of the houses." (Bucket buyers - female)

> "One can pay 75 centimes and it's necessary to fix and note a specific time limit to spend in the shower, because there will be people who will stay there forever." (Flood zone, house type a/b - male)

> "I have children and it will make me very happy, since the water we buy will not be wasted especially when we don't have water to buy it." (Flood zone, house type c - female)

> "Would be useful for football teams after a match, since water might be rare or they wouldn't have money to buy it." (Flood zone, house type a/b - male)

> "In order to control the number of persons using the showers daily, one should have tickets for access." (Reservoir owners - male)

> "I have showers; the installation of the public showers will diminish my income. I charge 75 centimes, and sometimes 50 centimes." (CAMEP clients - male)

It was expected that the public showers would be used more by men and children. Women would like to use them, too, if the showers offer enough privacy. Also, women were unlikely to use the showers in the evening, despite this being when they have more time, given that their work would be mostly done. This was related mainly to concern about provoking their husband's jealousy as well as it being dangerous to cross the streets at night.

> "There should be separate areas for men and for women." (Bucket buyers -female)

As for laundry, most currently washed clothes at home or went to la Plaine to do their wash which could take all day. There were also some who gave their wash to water vendors to wash for them.

> "Yesterday I spent 30 gourdes for laundry that was washed for me by a laundress" (Buyers of water by bucket - female)

> "Sometimes one prepares the wash liquid, but cannot find the water bearers. One is therefore obliged to go and look for one." (Flood zone, house type c - female)

There was some mention of a public laundry that used to exist in Soleil 17 (at Père Lano's), but no one knew of any existing currently. The reaction to the idea of a public laundry was quite positive; there was no mention of any disadvantages related to public laundries.

The idea of finding somewhere to wash laundry nearby was quite pleasant. This would eliminate the time and effort needed to bring lots of water to the house and would result in having less used water they'd have to get rid of. However, the general expectation was that they would pay a small sum and have access to unlimited water.

> "La Plaine is so far that we must take preparations for a meal since we return in the afternoon. If the washing places are close, then we will go." (Flood zone, house type c - female)

> "We'll be beautiful, because we won't have to wear the same clothes twice. Because we don't have water, we now must wear the same clothes twice. (Organization members - female)

> "There's a lot of benefit. The water will be good not only because of the proximity but also because we won't pay a lot." (Flood zone, house type c - female)

> "What's important is the conditions. When money is low, people don't care." (Reservoir proprietors - mixed)

Comments on the Organization of the Water Company

Generally, the idea that there would be a company to distribute water in Cité Soleil was accepted. The perceived benefits included: everyone can find good water that protects them from disease at a moderate price. It was suggested that the company be private, since previous experience with the public sector in Cité Soleil, particularly with CAMEP, was negative.

> "The question of water is primordial, my dear." (Bucket buyers - female)

> "If there's an organization to assure the management of the water, that would be good. In any case, every resident of the Cité should have the ability to find this water." (Organization members - male)

> "We'd be very happy. Thus we will not have to cross the national route (to get water) and risk accidents. If there's a fountain, there should be somewhere to wash clothes."

(Flood zone, house type a/b - male)

"We'll eat better." (Organization members - female)

"The benefit of this is health. If the showers and fountains are clean, it's to everyone's advantage, because we have lots of health-related problems in this area." (CAMEP clients - male)

"We spend a lot of money (on water) and we will diminish our expenses." (Organization members - female; Flood zone, house type c - female)

"If the company does this work, the population will benefit. If someone takes water illegally, an example should be made of him; if he runs into trouble because of this, others will not do it." (Male proprietors of reservoirs)

Participants insisted that the fountains be managed by residents of Cité Soleil. Each fountain should have a group of people from that "quartier", picked or elected by residents of the "quartier", to run and manage security for that fountain and for other structures (Eg.. showers, laundry), one person per structure. This was perceived as a way of creating employment in Cité Soleil and diminishing the unemployment rate.

"It should be someone from the Cité who runs this." (Male proprietors of reservoirs)

"It should be a resident of the zone who is responsible to open and close the fountain at regular hours. It shouldn't be the State the runs the company." (Flood zone, house type a/b - male)

"9 or 10 people from the quarter should meet and choose from among them the person responsible for the fountain, the one for the showers, and another for the reservoirs." (Flood zone, house type a/b - male)

"The price to be set to sell water should correspond to the economic capacity of the population." (Male proprietors of reservoirs)

"The control of the system should be strong, so that water is not wasted." (Male proprietors of reservoirs)

"This can create work in the Cité, which would diminish the unemployment level." (Flood zone, house type a/b - male)

"I think the company should put in place a collection office in the Cité which will be in communication with the "quartier" committees. (Male proprietors of reservoirs)

> "If the company puts these installations in place, people should know that there's an office where they have to go to complete the necessary formalities to have water in their home." (Male proprietors of reservoirs)

Identifying the specific people responsible for each structure was seen as being useful to enable people who had problems (i.e. observed illegal tapping or finding the fountain closed when it's supposed to be open) to know who is responsible.

> "There should be someone to keep order and to close the door like at the Priest's." (Water bearers - women)

> "There should be someone who supervises. Then a person who comes, fills his container and leaves, and so on." (Water bearers - women)

> "The spigots should be locked in the afternoon after usage." (Flood zone, house type c - female)

> "One can place someone to prevent quarrels. The money collected from selling the water will serve to pay the employees." (Water bearers - female)

> "The company should choose people from the organizations and give them badges to identify them as those who can put things in order, when dishonest people disturb the pipes." (Flood zone, house type a/b - male)

> "The company should name a committee to manage the water installations. Thus, people can identify these people as members of the company." (Flood zone, house type a/b - male)

> "An employee of the company will note the number of the house nearby the tampering. The people in this house must tell the name of the person that they saw breaking the cement area." (Water bearers - female)

Comments regarding community participation and organizations

Generally, the participants, especially those that were members of local organizations, indicated their intention to participate in this important project in several ways: to motivate the participation of others (primarily group members), to help construct the system, to maintain and provide security for the fountains, and to prevent illegal tapping or otherwise deal with those who would disturb the system.

> "If we don't give our assistance, we will not progress." (Flood zone, house type a/b - male)

> "We can help people in our "quartier" to take their responsibilities regarding water. If a

project comes to the zone, it's of benefit to the residents. Therefore, they should participate. If there's work to do, it's their duty." (CAMEP client - male)

"If there's construction to be done which benefits the residents, they should participate. If there have blocks or sand, they should offer it. It's their services they should offer the company because we want to see a change in the zone." (CAMEP clients - male)

"If they need the population's help during the different phases of work or those of organization members (through the head) or to collect money, we can give our participation." (Flood zone, house type c - female)

"We can also help to maintain the environment of the showers in a clean state." (Flood zone, house type c - female)

"Our participation will consist of keeping the fountains clean, because they belong to us. We can even leave our activities to devote ourselves to this work of water." (Water buyers - female)

"For the cleanliness of the places and to respect the investment agreed to, we can bring our vigilance, because water contributes to the improvement of Cité Soleil. The combination of telephone, electricity and water is a large advancement for the population. Once the construction of the company is accomplished, the tariff should be affordable for everyone." (Reservoir proprietors - mixed)

"Even if there's someone who manages the water installations, we from the zone must assist in the surveillance of the site to prevent that people destroy it." (Flood zone, house type a/b - male)

"We would like to be present. We can help keep order. Even if someone from my family comes for water, I would tell him to get in line, to behave well, etc." (Organization members - female)

"We can prevent people from dirtying the place where they distribute water with trash."(Organization members - female)

"Yes it's important (that the population and organizations help the company protect the pipes, reservoirs and public washing places). It's in our interest." (Male proprietors of reservoirs)

"We think that this project will be of benefit to women. We would like to bring all our assistance so that order and discipline of organization women can help with the management of this water." (Organization members - women)

"Vigilance should not be undertaken without us, members of native organizations of the

Cité." (CAMEP clients - male)

"Organizations should lead people to understand the importance of water in the Cité so that they can preserve the installations." (Male proprietors of reservoirs)

Overall, they saw the system as theirs that could do nothing but improve their daily lives immediately and long-term. Because of this, they said they would protect the system like they would their personal property. Of key concern was vandalism caused by illegal tapping by pipes, which need to be kept secure.

"If a thief is cutting a pipe, I alone couldn't deal with it. But I would call other men and together we could prevent him from doing whatever with the pipe." (CAMEP clients - male)

"It would be good to improve the image that people have of the Cité. (Male proprietors of reservoirs)

"This is only the beginning. If the water is well run, they might come with something else. It's in this sense that we youth of the Cité have formed a "comité d'entente" which can work on this project and show people how they should use the installations." (Flood zone, house type a/b - male)

"We can protect them from children's vandalism. But we shouldn't have to spend money for the construction." (Flood zone, house type c - female)

"If we don't protect the installations, we will not have good health, since we will not be drinking good water." (CAMEP clients - male)

"Our organization members should deal with any problem in the system, to contribute to solutions. If not, the water could have problems and might no longer be of good quality." (CAMEP clients - male)

"If we do not protect the water and use it well, the company will think that we don't need it." (Flood zone, house type a/b - male)

"Installing cisterns will be a way of providing satisfaction to the population, because if everyone is satisfied with the company's services, there will not be any illegal tapping. But if there is not satisfaction, there will be fraud." (Reservoir proprietors - mixed)

"If the water sells for a reasonable price, there will not be illegal taps. If someone tries to do so, he'll have to deal with the rest of us. Women and men will get together to scold him; we won't need to resort to the police." (Bucket buyers - female)

"We women, we can't do anything. There must be men who can inspire fear in those who

intend to dirty or vandalize the system." (Flood zone, house type c - female)

"If someone tries to disturb the place where the pipes are, we can prevent them from doing it, because if the pipes have leaks, we will have the same problems as before, that is, dirty water can get inside the pipes." (Flood zone, house type a/b - male)

"The company should not use PVC pipes, but another." (Flood zone, house type a/b - male)

Therefore were suggestions that the community and local organizations, including the "comités de quartier" be involved as soon as possible in decisions to be made. They notice the fountains that have been built but want to know and be part of defining how the system will work.

"If we are to give our participation, we should be invited first." (CAMEP client - male)

"No one comes to discuss anything with us before deciding on something." (Flood zone, house type a/b - male)

"Organizations should be consulted for their opinions. The participation of different members is necessary for this project to work well." (Organization members - male)

"It would be good to have an open-air public meeting to explain to the population that the company is building public fountains." (Reservoir proprietors - mixed)

"The company should involve residents of the Cité to help in managing the water. Organization members should take part in this." (Organization members - male)

Other Areas Where the Community Perceived the Company Should Focus

In addition to the public showers and laundry discussed earlier, the participants indicated that it was important to build more latrines, to remove the garbage/debris from everywhere, and to find a way to facilitate more effective drainage of water in the canals, especially in the frequently inundated zones.

"Yes. Whenever it rains, everyone is nervous" (Flood zone, house type c - female)

"In 1995, I lost 4 members of my family who drowned in the crest of the Delmas ravine." (Flood zone, house type c - female)

"In 1995, the Delmas ravine crested and we had to put the children upright on the beds. I think they should deal with this." (Flood zone, house type c - female)

"The question of latrines is very important (certain people don't have) and the garbage as well. It would be good if there were trash cans/dumpsters." (Bucket buyers - female)

"Yes the company should be involved in those because it's also sanitation. If one throws water anywhere it's because of the absence of canals. Why do people eliminate anywhere? Because there aren't toilets. Why do people bathe anywhere? Because of the absence of showers. The Cité is inhabited by people who form a community." (Reservoir proprietors - mixed)

"It should be interested in those problems, since it's clean water that becomes dirty water. These are all things that create microbes, and therefore the company should involve itself in these problems." (CAMEP clients - male)

"Water goes together with sanitation." (Organization members - male)

"If water is health, accompanying measures that will help people to enjoy good health should be planned." (Organization members - male)

"You can be vigilant during the morning, but they'll find an opportune moment, like at night, to throw debris. In the morning, before using the fountain, it must be washed." (Organization member -female)

"After it rains, this zone is not accessible and doesn't have water. The reservoir water is completely dirty and the same color as the falling rain." (Flood zone, house type a/b - male)

"If the drainage canals are dirty, people can clean them. I will add that we must take care of the canals so that used water doesn't cause problems." (Flood zone, house type a/b - male)

"Certain toilets/latrines prevent people from breathing; if the company can take care of these problems, it would be very good." (Flood zone, house type a/b - male)

"If there is somewhere special to put garbage, it would be better. The dust from the garbage can dirty the water we use." (Flood zone, house type a/b - male)

"When they put garbage cans/dumpsters in the Cité, they often stay for 4 to 5 months."(Flood zone, house type a/b - male)

"I live near a canal and people come and through garbage including dead animals in it, especially during the night. When they come during the day and you reprimand them, they say 'We're bringing you the garbage because you live close to the canal.'" (Bucket buyers -female)

"I live near a canal and I have to take my 2 children often to the hospital because they catch malaria from it." (Bucket buyers- female)

Reactions from the Reservoir Owners and Mobile Water Sellers

While one or two reservoir owners mentioned that the new water system would reduce their income, overall it did not appear that they were worried about it disturbing their business. Some actually indicated that it would be good for the public. However, the great majority, many of whom have water faucets at home, appeared to believe that the water from the new system would also be delivered into the home.

> "As soon as the company has started distributing water, no one will come buy our water." (Mixed)
>
> "It's not necessary for us to have water to sell; this system will also be useful because we have wives and children. In any case, the water should not be distributed at an exaggerated price." (Mixed)

The mobile water vendors, on the other hand, were very concerned that the new water system would affect their ability to work in Cité Soleil and some indicated that if so, they'd have to stay in their villages and find other sources of income. They also indicated that they felt that the residents of the Cité did not treat them well in general.

> "We don't live in the Cité. We lodge temporarily with the reservoir owner and our children stay in our home places, outside of the Cité. If they will distribute water in the Cité they must give us work, since it's that water that we sell."
>
> "We can't prevent the installation of a water system in the Cité. If they can still buy our water, they'll do it, if not, we'll stay in our villages."
>
> "I accept that they provide water for the Cité. But if so, they should give us another occupation. Even if we agree, how are we to earn our living.?"
>
> "Yes, but they tell us also, in that case, to stay in our home place. We'll stay there finally to be able to work."
>
> "The benefit of this system for us should be the water that we can sell."
>
> "We don't see any benefit (to this water system)."
>
> "Nearby where we get water, there was a place for us to defecate. Now, they prevent us from doing so. There are toilets there, but they are not accessible. We are obliged to go a distance to find somewhere, which we are often not allowed to use. Sometimes they tell us to go to our home places to defecate. And when we sell water in a zone, we have to find a place for our physiological needs. Therefore if they don't plan a place for us, for this type of need, we don't count there."

Gender Analysis

Unfortunately due to the fact that the analyst was able to read but 9 of the 15 focus groups and the research plan and discussion guide had been significantly changed, most of the responses from each group were similar.

A key areas of gender differences was water procurement and usage. Women were more likely than men to procure water more often and use more water than men, since they were most likely to do laundry, cooking and other household chores. It also appeared that women would be less likely to use public showers than men. Regarding participation, both men and women indicated their willingness to participate in the upkeep of their neighborhood water system structure, but men were seen as being more likely to participate through surveillance and protection and women through keeping the structures clean and supervising the children.

The reservoir owners located to participate in the study were more likely to be men than women; over half of the group of reservoir owners that was supposed to be women was men, since enough women could not be found. In addition, the researchers indicated that the women who participated as reservoir owners were more likely to be wives of reservoir owners who didn't have complete information on how the business worked.

On the other hand, mobile water vendors tended to be women. These women are not residents of Cité Soleil, but more likely to be villagers who leave their families and come to Cité Soleil, often without shoes, to earn money. The residents appear to perceive them as servants and do not treat them well.

Implications for Program

Overall

Each fountain should be somewhat autonomous and run by people from that quarter, especially people chosen by the population or local organizations. It is important that the community feels that the fountain belongs to them and that they protect it as common property. This will also make each fountain manager responsible to the local community and the water district, and will also enable people to know whom to address to resolve whatever problems develop. It would be good if each fountain manager had previous experience in retail distribution or sales. Training in management, customer relations and customer service, and should be provided for the fountain managers.

Given the limited amount of water that can pass through the fountain coupled with the belief among participants that they will have access to unlimited amounts of water at a very low price, it is important to develop some system of "rationing" this water.

One way to do this is by pricing the water at about the same level as or higher than the current water price at reservoirs, which is about 1 gourde. If the price is lower than currently, demand for

the new “healthier” drinking water could be overwhelming, with long lines and consequent problems. This type of pricing would also help avoid potential resentment of reservoir owners and mobile vendors who would still be able to sell their water for the same price. It is important that the price stay stable for a considerable period of time, in order to gain confidence and maintain credibility with clients. Because of this, the initial price must be carefully chosen. If in the long term, the demand for this water is unsatisfied, the company should consider finding ways to increase capacity and/or adjusting the price at the fountain.

Another approach to equitable distribution, suggested by some participants, is to develop some system of tickets allowing access by the holder to the equivalent number of buckets from a specified fountain. This could facilitate the distribution of water and the discipline of those waiting at each fountain, and control the revenue by controlling when and where money changes hands. If this option is selected, a way must be found to rationally distribute tickets in each quarter.

It’s important that the system have at least one office in Cité Soleil and be managed by representatives of residents of the Cité. The Central Office in the Cité will manage the revenues of the individual fountains, pay salaries, resolve any conflicts between the public and an individual fountain manager, provide material and technical assistance to manage and repair the water system.

This office would also be responsible for using the revenue to implement other activities beneficial to the Cité, such as the garbage collection and removal planned by the project. The district should also develop other measures to improve the non-functioning drainage system, which floods during significant rainfall. The problem of drainage was perceived as a serious annoyance and health risk to many residents of the Cité.

In developing pilot projects, it appears that public laundries would be more urgent than public showers. Laundries would decrease the amount of water needed and discarded that day per household by 50% and significantly decrease the amount of time spent by those who currently leave Cité Soleil to do their laundry in a stream. However, any spot chosen for building a laundry should have good drainage, and not be in a frequently inundated area.

An effort should be made to improve the image of the mobile water vendors, perhaps by integrating their role within the new water system, in order to improve respect for them by the public.

Chapter 2
Community Participation
by Peter Gottert

Community-based Management of Water Supply Services

Cite Soleil residents will be directly involved in the management of the water supply system at two levels:

- five-member Neighborhood Fountain Committees will manage each fountain.
- seven Zonal Committees will act as a liaisons between the District and the Fountain Committees.

The specific responsibilities of each of these management committees and their position in the organizational structure of the District were developed based on the qualitative research results, extensive discussions with the CDS team and feedback obtained from community leaders in Cite Soleil during a three day strategy development workshop. The guiding principle of the community-based system described below is that the success of the project will be promoted through active participation by the beneficiaries - the residents of Cite Soleil - in the process of creating management committees and by promoting responsiveness of the committees to the beneficiaries needs.

Local fountain committee

These 5 member volunteer committees (at least two members must be women) will be elected by local residents. Each committee will supervise the work of one fountain operator (or two if the fountains are connected), insure order and cleanliness around the fountain, resolve problems as they arise and promote the participation in local education/mobilization meetings.

Residents will be asked to vote for members of the Fountain Committee based on a willingness to work as volunteers, respect in the community, reputation for honesty and availability to meet once a week. To elect a committee, a public meeting will be set up, election criteria and role of the committee will be explained to participants and 8-10 candidates (half men and half women) will be nominated. Each adult present will then vote for one candidate. The five candidates with the highest total provided that at least two are women) will be elected. Secret ballots were deemed the best method of protecting residents from the coercion of those might seek personal gain and as a means of insuring that committee members truly reflect the voice of the majority.

Each committee will elect a president, secretary and treasurer, select a fountain operator (or two if the committee decides to divide the job between two people) and name a delegate to the Zonal Committee. The fountain operator will be responsible to the Fountain Committee, not the District. If residents are unhappy with the performance of the fountain operator, it will be the responsibility of the committee to rectify the situation.

Committees will also identify two individuals who own small businesses in the quartier as potential water ticket sales people. In order to insure equitable ticket distribution throughout Cite Soleil, the final choice of vendors will be made by the District.

Zonal Committees

These committees, each representing one of the system's seven zones, will serve as intermediaries between the Neighborhood Fountain Committees and the District. Zonal committees will be composed of one delegate named by each Fountain Committee in the Zone (between 7-10, depending on the number of fountains in a given zone) and approximately 5 advisors, chosen by the District and approved by the Fountain Committee delegates. At least five members of the Zonal committee should be women. Selection of the advisors will be based on the same criteria used to elect members of Zonal Committees.

Women's Involvement

Although efforts were made to encourage the participation of women at the Strategy Development Workshop, in the end, only five women attended, making it difficult for their opinions to be fairly represented. At the same time, several male participants clearly expressed their interest in the water system as a potential source of employment and on several occasions voiced frustration that the system was not addressing the unemployment problem in Cite Soleil more directly. Given these social dynamics, a pro-active approach to insuring that at least one-third to one half of each community-based management committee is made up of women will be a crucial step in safeguarding the system. Research results, experiences in other counties and comments made by participants attending the strategy workshop, all confirmed that women are less likely to be motived by self interest and more likely to support the system because of the health benefits it brings to their families.

Incentives for Fountain and Zonal Committee Members

Feedback from community leaders in Cite Soleil indicates the long term effectiveness of the Fountain and Zonal Committees will depend on integrating some financial remuneration into the system. The CDS team agreed to wait until two to three months after the pumps are operational to review this aspect of the system. One proposal that merits consideration is to return a percentage of the sales to the Fountain Committee. At the outset, however, to encourage the selection of disinterested, service-oriented community volunteers, it is recommended that no mention of any type of payment be made.

Fountain Operator

Fountain operators will be selected by and will be responsible to the Fountain Committee. The operator will ensure that:

- the fountain is open during specified hours,
- a ticket is collected and canceled from each person who purchases water

- the meter reading is recorded at the end of each day
- cleanliness and order are maintained around the fountain.
- the Fountain Committee is informed of any on going difficulties related to providing proper service to the public.

Zonal Coordinator

The seven Zonal Coordinators will be full time paid employees. The coordinators' prime responsibilities will be to: insure efficient, helpful communications between the District, the Zonal and the Fountain Committees; provide sound financial and administrative management of the Zone; help Fountain Committees resolve problems as needed; and actively promote community participation in educational activities. Each Zonal Committee will be asked to recommend candidates for the position. However, final selection of the coordinators will be made by the District based on proven administrative skills and an ability to create and maintain trust between the District and the community-based management structure.

Payment for Water

Payment systems which use both cash and tickets were examined in detail. Both systems have their merits and disadvantages. Based on feedback obtained during the Strategy Development Workshop, the CDS team proposed using established neighborhood business people to sell tickets at a small (5%) profit. At the outset, vendors will purchase tickets at 0.95 gourds each and resell them to residents for 1.00 gourd. This system was considered the most feasible primarily because it divides the responsibility for overall operation of each fountain between three separate groups: the fountain operator, the Fountain Committee and the ticket vendors. Other advantages of using tickets include:

- *Cash will be exchanged only between vendors and District accountants.* Once initial start up problems have been ironed out (during which time Zonal Coordinators might have to play an active role in the distribution of tickets) all cash will be handled only by a small team of District accountants. The District will sell tickets to authorized vendors. If necessary, a District sales person will visit vendors on site to insure that an adequate supply of tickets is available. Cash received by the District can be easily checked against the number of tickets sold. It is proposed that each Zone be identified by a specific color to facilitate tracking and audits.

- *Vendors will be completely responsible for any loss*. The vendor alone will be responsible and have no recourse at the Zonal level or with the District for any stolen or missing tickets. This aspect of the system protects the Fountain and Zonal Committees from becoming involved in potentially complicated litigation which could severely undermine public trust.

Communication Strategy

The primary objective of the communication strategy is to mobilize a ground swell of popular support behind the community managed water system. The strategy seeks to create an awareness in each family of their stake in the success of the system and their responsibilities to protect it against misuse or illegal activities. The strategy will be carried out by first building commitment among community leaders and then organizing a community education/mobilization campaign which will include an extensive series community meetings and use megaphones to continually reinforce priority messages.

The strategy is designed to cover the critical six month start-up period immediately before and after the inauguration. Afterwards, ongoing education and mobilization activities will remain vital to the continued success of the water system. At this point, however it would be premature to discuss the actual focus of any communication program beyond the start up period.

Target audiences

The communication strategy's primary audience will be the residents in Cite Soleil. Secondary audiences include members of the grassroots management committees and community leaders who will be encouraged to organize grassroots meetings. Water vendors were considered but not retained as a target audience because the demand for their services is not expected to diminish and most will continue to sell water at the same profit margin they presently enjoy.

Communication channels

The communication strategy will reach the population through three basic communication channels: interpersonal, print materials and mass media.

- *Education/mobilization meetings:* These meetings will be carried out by Community Volunteers: leaders of community organizations, the clergy, teachers and members of the Neighborhood Fountain Committees. In order to gradually create a sense of ownership among the residents, leaders of every each organization will be asked to make a firm commitment to hold a minimum of four educational meetings before the water system is inaugurated The goal of these meetings is threefold: a) to create an understanding of the benefits clean water, b) to provide essential information to Cite Soleil residents about how the system operates and c) to motivate families to be actively engaged in the local management of the water system. The Volunteers will be encouraged to hold as many meetings as necessary to reach all the members of their organization.

- *Fact Sheets:* A series of eight fact sheets will contain all the information each resident needs know about how water system operates. The purpose of the fact sheets is to insure accurate information is disseminated at each management level and that any misconceptions about the system are dispelled. Each one page fact sheet will include illustrations and specific information related to: the overall operation of the District, how

the new system will function, activities/responsibilities of the Fountain Committee, activities/responsibilities of the Zonal Committee, how each family should support the system, the benefits of clean water, hygiene and correct use of clean water, and the community benefits of clean water. The fact sheets will provide the agenda for each education/mobilization meeting. Starting six weeks before the inauguration, two fact sheets will be distributed to the Community Volunteers every fifteen days.

- *Megaphones*: Megaphones will serve as the mass media component of the communication strategy. Each zone will receive one megaphone and a sufficient supply of batteries to provide continual coverage of the zone. The "Animateurs de Zone will insure that the megaphones are used on a rotating basis in each neighborhood to communicate priority messages. At first the messages will emphasis the need to elect service-oriented members to the Fountain Committees. Once the committees are formed, the messages will reinforce essential information contained in the fact sheets.

- *"Animateurs de Zone":* Given the present lack of community cohesiveness and the mistrust many residents of Cite Soleil have for any institution (as observed during the Strategy Development Workshop), community mobilization will play an even more critical role in the success of the water system than originally thought. To respond adequately to resident's needs, fourteen (2 per zone) full time "Animateurs" will be hired for a 4-5 month period. The primary responsibilities of these "Animateurs"will be:
  - to assist with the creation and training of the Neighborhood Fountain Committees,
  - to recruit, train, supervise and insure regular follow up meetings with all Community Volunteers,
  - to insure efficient use of the megaphones.

Other mobilization and information materials

The communication strategy also calls for the purchase of 1200 t-shirts and hats to permit quick identification of residents actively contributing to the success of the system. Approximately 150 t-shirts and hats will be given to each zone for distribution to all members of local committees, fountain operators and community volunteers. The remainder will be used during the inauguration. Signs will also be designed and printed for the zonal office and to identify ticket vendors. Finally 7 banners, one for each zone, will be painted for the inauguration.

Logo and Slogan

The logo concept and slogan for the water system were selected by community leaders during the Strategy Development Workshop. The logo, which will be finalized in early May, incorporates a profile of a woman filling up a bucket at a fountain with the slogan on top and CADEPA, the acronym for the District, underneath. The slogan is "Dlo Pwop se la Sante" (Clean water means good health).

Priority Messages

It is proposed that the diffusion of priority messages start before the creation of the fountain committees and continue through the inauguration. The messages listed below are in the approximate order that they will be communicated.

1. Clean water means good health! Clean water means good health!
   Parents, residents of Cite Soleil! Soon we will have clean water for our families.
   Members from our own neighborhood will be responsible for managing our fountain. We need your support.

2. Clean water means good health! Clean water means good health!
   Attention all residents! This ____(Saturday)_____ at (4:00), at the _____
   there will be an important meeting to elect the members of our Neighborhood Fountain Committee. This committee will manage the water fountain in our community.
   The committee will have 5 members. Two of the members must be women.
   Any adult in our neighborhood can be a member if they are:
   1) ready to serve our community as a volunteer
   2) well respected in our neighborhood,
   3) honest,
   4) available to attend at least one meeting a week.

   With the support of each community member we will elect capable, service-oriented members to our Fountain Committee.

3. Clean water means good health! Clean water means good health!
   Attention all residents! This _____(Saturday)_____ at (4:00), at the _____
   there will be an important meeting to elect the members of our Neighborhood Fountain Committee. This committee will be responsible for the water fountain in our community.
   Listen to how this committee will serve the community.
   A) The committee will insure everyone knows the hours our fountain will be open, the price of a bucket of water and where we can buy water tickets.
   B) The fountain committee will organize meetings in our neighborhood so we all understand how clean water can help our families.
   C) The committee will insure order and cleanliness around the fountain.

   With the support of each community member we will elect honest, well respected residents to our Fountain Committee.

When recruiting Community volunteers (Early July)

4. Clean water means good health! Clean water means good health!
   Attention all members of the clergy, school teachers, and all leaders of community organizations. We need your help to teach the families in our neighborhood all about the new water system.

Come to an important meeting this ____(Sunday)_____ at (6:00) , at the _____
Together, with the support of each community leader we will succeed.

To announce community education/mobilization meetings (July -Aug)

5. Clean water means good health! Clean water means good health!
Attention all residents of quartier _____
Come to an important meeting this _____(Tuesday)_____ a (5:00) at the _____ Learn how the clean drinking water will protect your family against illness. With the support of each family we can successfully fight illness.

During the community education campaign

6. Clean water means good health! Clean water means good health!
Parents, listen carefully! Improve your children's health! Fight disease! Be sure your family drinks only clean water. Save time, save money, and insure your family's health. Each 7 gallon bucket at the new community water fountain will cost only 1 gourd. But remember, you must have a ticket to purchase water at the fountain. You can buy water tickets at _____or _____ for only one gourd. With everyone's support our families will be healthier.

7. Clean water means good health! Clean water means good health!
Attention mothers and fathers! At last our children will have clean water to drink. They will have much less diarrhea, fewer intestinal problems, less sickness. You will spend less money on medicines. Be sure that your children drink only clean water. With the help of each family we will succeed.

8. Clean water means good health! Clean water means good health!
Attention all community members. Very soon we will have clean water in our own neighborhood. If you have any questions about how the water system will work ask the members of our Neighborhood Fountain Committee. The members are._____ _____ _____ etc.

The fountain committee has been created to serve you. With your support we will succeed.

9. Clean water means good health! Clean water means good health!
Attention all residents. Our Fountain Operator is _____. His job is to insure that each member of the neighborhood is correctly served in an orderly manner. He will collect your water tickets and punch a hole through them. With your support we will be successfiil.

10. Clean water means good health! Clean water means good health!
Very soon (next week etc.) We will have clean water in our neighborhood. The success of our water system depends on everyone's help. Here are three actions each resident needs

to take.
A) Buy water tickets at _____ or _____ for only 1 gourd each
B)Let those who come first to the fountain be served first.
C) Be sure that the fountain operator punches a hole in your ticket.
D) Report any problems to a member of the Fountain Committee.
With your help we will succeed.

Training

Training will be the primary vehicle for launching communication activities. One - two day workshops are planned for all committees members and community volunteers both before and after the inauguration. Workshops held before the inauguration are described below. Workshops scheduled after the inauguration will focus on management issues requiring additional emphasis and will address problems arising during the start-up period.

Neighborhood Fountain and Zonal committees

The purpose of this one day orientation workshop organized for each zone will be to review how the water system functions, responsibilities of local committees, the fountain operator, the "Animateurs de Zone" and the Zonal Coordinator and explain the organizational relationship of each committee to the others.

"Animateurs de Zone"

This two day skill building workshop will prepare the "Animateurs de Zone" to effectively recruit, supervise, train and engage Community Volunteers in carrying out grassroots education and mobilization meetings.

Community Volunteers

A one day workshop and follow up meetings will prepare Community Volunteers to launch a series of educational/mobilization meetings for the members of their association.

Implementation

The communication strategy will be implemented in four phases.

Phase I: Creation of service-oriented local management committees (May- June 96)

Step 1. Progressive recruitment of "Animateurs de Zone" to assist with the creation and training of the local committees

Step 2. Creation of the Neighborhood Fountain and Zonal Committees in a pilot Zone (Boston)

Step 3. One day orientation workshop for the Fountain and Zonal Committees.

Step 4. Extension of Step 2 to two additional zones. (Cite Lumiere and Belecour)

Step 5. Extension of Step 2 to the four remaining zones.

Phase II: *Grassroots Education/Mobilization Campaign* (July-August)

Step 1: Two day "Animateurs ae Zone" training workshop

Step 2: Recruitment and one day orientation for all Community Volunteers

Step 3: Six week campaign of community education/mobilization meetings, supported by the fact sheets and megaphones.

Phase III: *Pilot Operations and Inauguration* (August)

Step 1: Begin operating 2-4 pilot fountains to test all administrative and financial systems (approximately three weeks before the inauguration)

Step 2: Begin operating a pilot zone to test and refine all management systems. (approximately 2 weeks before the inauguration)

Step 3: Prepare for the official inauguration.

Step 4: Inauguration

Phase IV: *Strengthen Community Trust* (August-October)

During the first two months of operation, weekly management meetings at all levels will be essential to insure efficient communication of important information, a speedy response to problem situations and to promote ongoing community education.

Further considerations related to the success of the communication strategy

Phased start up

The present strategy calls for 2-4 pilot fountains to be tested for one week in early August and for an entire pilot zone to be operational two weeks before the inauguration. This schedule is designed to allow the CDS/Cite Soleil team sufficient time to work out critical management problems before the entire system becomes operational. Undoubtedly there will be great pressure to inaugurate the remaining 6 zones immediately after the pilot zone begins to function. However,

phasing the inauguration of the remaining 6 zones so that the District can gradually expand administrative and financial systems would be tremendous helpful.

Avoid inaugurating the system prematurely

Despite pressure to provide clean water to the population as quick as possible, a premature inauguration could be disastrous. Because community mobilization is difficult to quantify, project managers could be tempted to skip critical steps in an effort to be efficient. It can not be overemphasized that well organized service delivery during the initial days of operation will be crucial to maintaining the trust and support of Cite Soleil residents for the community-based management system..

Build Competition into the system

Once start up problems have been addressed, incorporating competition into community-based activities can be a powerful and inexpensive means of increasing the system's efficiency. For example, a prize could be given to Fountain Committees with the least amount of water wasted (i.e. the highest tickets-collected to water-distributed ratio) or to the committee that has done the most to improve the area immediately around their fountain.

ANNEX